

# Parkland Regional Health Authority Annual Report

## 2008/2009



Individuals, families and communities achieving the best possible health and wellness.



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## Letter of Transmittal

Hon. Theresa Oswald  
Minister of Health  
Province of Manitoba

### Madame Minister:

We have the honour to present the Annual Report for the Parkland Regional Health Authority, for the fiscal year ended March 31, 2009.

This annual report was prepared under the Board's direction, in accordance with the Regional Health Authorities Act, and directions provided by the Minister of Health. All material, economic and fiscal implications known as of September 30, 2009 have been considered in preparing the annual report.

The Board has worked diligently during the past fiscal year to address issues and concerns surrounding health and health care delivery in the Region. It is with a sense of pride and accomplishment that we look back on the

year, all the while knowing there is still much work that lies ahead.

In keeping with the Board Vision, "Individuals, families, and communities achieving the best possible health and wellness", we continued our focus on partnerships, visibility, linkage and communication within our Region. We also continued our regular practice of meeting with municipal representatives, school divisions and affiliated facility boards.

I thank outgoing Board members Anne Lacquette of Mallard and Barry Chalmers of Swan River, for their valuable contributions to the RHA during their terms. The Board will miss their professionalism and dedication to health care in the Parkland Region.

I welcome our new additions to the Board which include Monica Black of Bowsman, Harry Showdra of Swan River and Jason Tanski of Gilbert Plains.

As this is my last annual report as Chair of the PRHA, I want to thank the Board, management and staff for all of the support they have provided to me during my tenure. I thank all of our wonderful volunteers throughout the Region, including members of all our Health Advisory Councils.

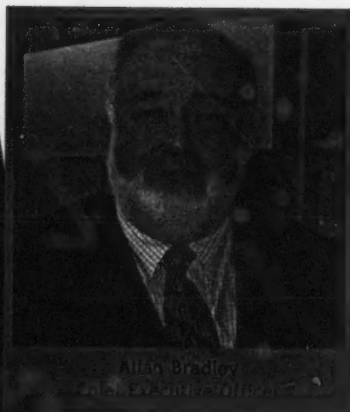
I know the Board, guided by the new Chair Mary Hudyma of Dauphin, looks forward to working with the CEO, staff, physicians, community partners/stakeholders, and with our advisory councils as we move forward to further enhance the quality of our health services and programs in 2009-2010.

Respectfully submitted  
on behalf of Parkland  
Regional Health  
Authority Board,

Lynda Mann  
PRHA Board Chair  
2008/2009



Letter of  
Transmittal &  
Accountability



## Message from the CEO

I am pleased to provide a brief overview on the Parkland Regional Health Authority's Annual Report for the 2008/2009 fiscal year. First and foremost I want to acknowledge and thank RHA staff, physicians, managers and volunteers for the significant effort and contributions made throughout the past year. This commitment to our patients, clients and residents of the Parkland Region is the foundation of who we are as an organization and is the key to continuing to provide the best care possible to the people of Parkland.

The Region continues to place great emphasis on communications with its stakeholders. We strive to find out what our strengths are and the areas that we need to improve. During the past year, we initiated a series of community meetings with municipal and community council partners to ensure that our local elected officials were aware of health happenings in

their district and Region. We placed an added emphasis on personal communication with First Nation communities in an effort to strengthen our partnerships with groups and organizations that represent the First Nations people in our Region.

This, of course, was in addition to the forum our Board currently provides to all of our stakeholders and partners when we hold our regular meetings around the Region.

As a provider of health services, we depend on external feedback to assist in measuring our ability to address the health needs of the people we serve, and embark on ways to improve. I truly believe no matter how well you do something today, you can always improve upon it. I also believe strongly that health care is indeed 'everyone's business.'

It has certainly been a year filled with exciting program and site enhancements as

well as some interesting challenges which we have encountered along the way. Some of them include:

### Maintaining Services

We continue to face human resource pressures that, at times, present significant challenges in our ability to maintain acute care services and provide safe patient care. This also extends periodically to our community health sector; (home care, public health, mental health and therapy services.) This has impacted our staff, management and physicians, not to mention the concern of Parkland residents who are affected by temporary disruption of services.

We have worked extremely hard in the area of human resources as we strive towards coordinating, integrating and enhancing health care services across the continuum of care.



## Recruitment & Retention

We continue with active recruitment and retention strategies in an effort to sustain health services within our geographically large Region. In November 2008, the PRHA embarked on a major recruitment initiative as representatives of our recruitment team traveled to the Philippines to recruit 30 full-time nurses to Parkland. Qualified nurses were offered jobs at facilities in Dauphin, Swan River and Roblin.

Earlier in the year, the City and RM of Dauphin joined forces in a unique initiative - dubbed Operation Recruit - aimed at attracting more nurses to their local health centre. The initiative provided incentives for new full-time nursing hires to DRHC provided they agreed to a two-year return of service agreement.

A paramedic training program, one of three

in the province in 2007/2008, was also implemented at Dauphin Regional Health Centre within the past year.

(For more on human resources please refer to page 27.)

## Advisory Councils

During the past year, the PRHA began working on a plan to restructure and revitalize its Health Advisory Councils. Health Advisory Councils are just one way, but are a very important way, the Region engages its residents and its communities.

The Board has revised its terms of reference and streamlined the focus of advisory councils. The new model will see the region's remaining two advisory councils concentrate on reviewing, researching and reporting on a specific topic which is provided annually to the councils. The advice provided will help guide the Board as it reviews and monitors its Ends as well as

prepares for the strategic planning process.

(For more information on Advisory Councils please refer to page 9.)

## Financial Challenges

The PRHA was also faced with budgetary pressures during 2008/2009. At the beginning of the fiscal year, the Region was forecasting a \$1.2-million operating deficit. However, due to increased revenue from Manitoba Health, vacancy management through unfilled positions, and other expenditure management, the Region was able to post a small surplus of nearly \$293-thousand dollars.

(A summary of the PRHA's audited financial statements can be found on pages 30-34.)

In closing, I appreciate working with all of our stakeholders and



partners as the Region works towards its Vision of: "Individuals, families and communities achieving the best possible health and wellness."

Respectfully submitted,  
Allan Bradley  
Chief Executive Officer

Message  
from the CEO



PRHA Board 2008/2009

From Left: Barry Holmes (Swanton), Mike LaPointe (Mallard), Christopher DeChy and Jeff Jordan (St. John), Todd Kow, Denise Schinnen (Rockton), Lynda Mann, Chairperson, Owen Kow, Sharon Lancia (Eden Prairie), Pat Delaurier (Ste. Rose), Rowena Powell (PCSD), and David Brumby (St. Louis Park).  
Back Row: Paul Frost, Swan Rivers, Robert Hanson (Wafarong), Ben Chabrey, Evan Rivers and Paul Thompson (St. John)

## Health Planning Process



Board  
Governance

## Board Role

The PRHA operates under the direction of a 14-member Board, which is responsible to the Minister of Health. The Board's role is to ensure the organization's accountability by monitoring and evaluating its performance and by interacting and communicating with the public, stakeholders and partners. Although Board members reside in various communities throughout the Parkland they represent the entire Region at the Board table.

## Board Vision

"Individuals, families and communities achieving the best possible health and wellness."

## Board Mission

In Pursuit of its Vision, the Authority exists so that there will be:

- Optimal Quality of Life
- Healthy Lifestyles
- Healthy Environments
- Treatment of the ill and injured

## Board Governance

The Board has set four Ends that it reviews and monitors on a regular basis. (Ends are the measurable goals, impacts and outcomes the Board wants to achieve).

The Board concentrates on areas where data indicates our Region needs improvement. Specific to the Ends policies, the Board receives monitoring reports on the status of progress towards these Ends. These monitoring reports provide an overview of results relative to each End.

On its part, the Board reviews the organization's progress towards its declared Ends, determines whether or not progress is satisfactory, and evaluates the CEO's (and the organization's) performance based on these results. As well, the Board may review and/or modify the

Board's Ends and expectations for the following reporting period.

The Board is responsible for establishing the Regional Strategic Priorities (Strategic Plan). Although the Strategic priorities remain constant over a five-year period, the indicators, performance measures, and major initiatives are monitored and revised annually by the Board.

### Board Activities

The PRHA Board continued its focus on partnerships, visibility, linkage and communication within our Region. The regular practice of rotating meetings throughout the year provides the board with excellent face to face discussions with municipal representatives, school divisions, affiliated facility boards, and numerous stakeholders and health partners. The PRHA

Board continues to be guided by its five-year strategic plan (2006-2011) and the priorities listed within. In 2007/2008, presentations and discussions occurred at the Board level on the following topics:

- 2009/2010 Health Plan
- Financial condition/asset protection
- Governance evaluation
- Patient safety reports
- Client satisfaction
- Access to services
- Ethics and research
- Partnerships
- Volunteer and Staff Treatment
- Treatment of clients
- CEO Job description/job evaluation
- Human Resources Plan
- Information management
- Communication/support to the Board

### Board Education and Evaluation

The Board completes self-evaluation on every one of its regular meetings. It also undergoes an extensive self-evaluation annually at a Board Planning session. Education sessions are also regularly scheduled during regular meetings by the Board's Program and Planning Committee. New and existing Board members also participate annually in an extensive Board orientation session and are also invited to attend a provincial orientation workshop. As part of regular meetings, the Board monitors its Ends, Governance Process, and reviews Executive Limitations with the CEO.

### Board Committees

The Board has four standing committees to assist it in carrying out its legislative responsibilities.

They are:

#### Executive Committee

Acts on behalf of the Board in urgent situations, when it is not feasible or practical to convene a meeting of the entire Board. The Committee must report any actions taken at the next meeting of the Board and it does not have the authority to change Board bylaws or policies or to act against them.

#### Finance and Audit Committee

Reviews options and implications for the Board's consideration regarding finance, audit, and capital planning issues. The Committee also reviews the appropriateness of the Board's own spending, in areas such as expense reimbursement, Board development and other Board expense accounts.

## Board Governance

8

### Program and Planning Committee

Helps identify a list of ongoing educational needs of the Board and provides written alternatives and implications for the Board's consideration regarding how to meet those educational and developmental needs. The Committee also reviews policy alternatives and implications for the Board.

### Community Relations Committee

Reviews and makes recommendations to the Board in relation to the Board's communications with its stakeholders. The Committee also advises the Board on policies and procedures relating to Board interaction with Advisory Councils, municipal and provincial politicians and the general public.

### Board Transparency

Regular Board meetings are held during the last Monday of every month (except July and December) and are rotated around the Region. In 2008/2009 regular meetings were held in the communities of Swan River, Barrows, Dauphin, Duck Bay, Ebb and Flow, and Benito. Board meetings are open to the public and extensively advertised through local newspapers, and personal invitation letters to stakeholders. All Board minutes are distributed to municipal and community councils and are posted on-line ([www.prha.mb.ca](http://www.prha.mb.ca)). The Board's Annual General Meeting is extensively advertised through local newspapers, personal invitations, and posters.

### Stakeholder/Health Partner Consultation

The PRHA Board continued its focus on partnerships, visibility, linkage and communication within our Region. The regular practice of rotating meetings throughout the year continued; this provides the board with excellent face to face discussions with municipal representatives, school divisions, affiliated facility boards, and numerous stakeholders and health partners. The Board also has Liaisons that sit on its Advisory Councils. Advisory Councils typically meet quarterly. An extensive workshop for Board members and Advisory Council representatives is also held once a year.



## Advisory Councils

In 2008/2009, the Board had three functioning Advisory Councils: Eastern District Health Advisory Council (EDHAC), Western District Health Advisory Council (WDHAC) and Regional Mental Health Advisory Council (RMHAC).

Advisory Councils provided an important mechanism for participation and planning with the Parkland health system. The role of Advisory Councils is to understand issues, focus on priorities, balance alternative approaches and recommend solutions and actions to the Board. Advisory Councils are one important part of the Region's community engagement process.

### District Health Advisory Councils (DHACs)

The PRHA has two District Health Advisory Councils, one representing the East and one representing the West. They were established in 1997. These two councils generally meet four times a year and as specific projects and issues arise. They are focal points for community participation and an important mechanism for two-way communication with the PRHA Board.

Some accomplishments from DHACs over the past year were reviewing and participating in a review of key themes from the Region's preliminary 2009 Health Assessment data. Councils also were involved in a presentation and review of the Region's Client Concern Handling process.

### Regional Mental Health Advisory Council (RMHAC)

The RMHAC acts in an advisory capacity to the PRHA Board and helps develop recommendations regarding mental health priorities in the Region. The RMHAC was also established in 1997.

RMHAC reviewed Board Ends throughout the year with a "mental health lens" and made subsequent recommendations to the Board.

A member of the RMHAC, Wes Rumak, also developed an informational booklet entitled "Living with Mental Disabilities: Our Perspective". This booklet has been printed and plans are underway to distribute to various locations throughout the Region.



Advisory  
Councils





### Eastern District Health Advisory Council

José Randell (Chair)	Gilbert Plains	Ollie Yaremchuk	Dauphin
Marlene Bouchard	Ste. Rose	Joan Parthenay	Ste. Rose
Diane Hrychuk	Fork River	Jannett Terrick	McCreary
Gloria Kostelnyk	Winnipegosis	Karin Fendick	Dauphin

Board Liaison - Anne Lacquette      Staff Liaison - Brenda Slobozian  
Staff Support - Blaine Kraushaar



### Western District Health Advisory Council

Dianne Hamiwka (Chair)	Swan River	Lawrence Timmerman	Camperville
Anna Fullerton	Swan River	Peggy Kowalchuk	Roblin
Anita Dixon	San Clara	Gwen Palmer	Swan River
Lorene Ward	Roblin		

Board Liaison - Paul Freed      Staff Liaison - Brenda Slobozian  
Staff Support - Blaine Kraushaar

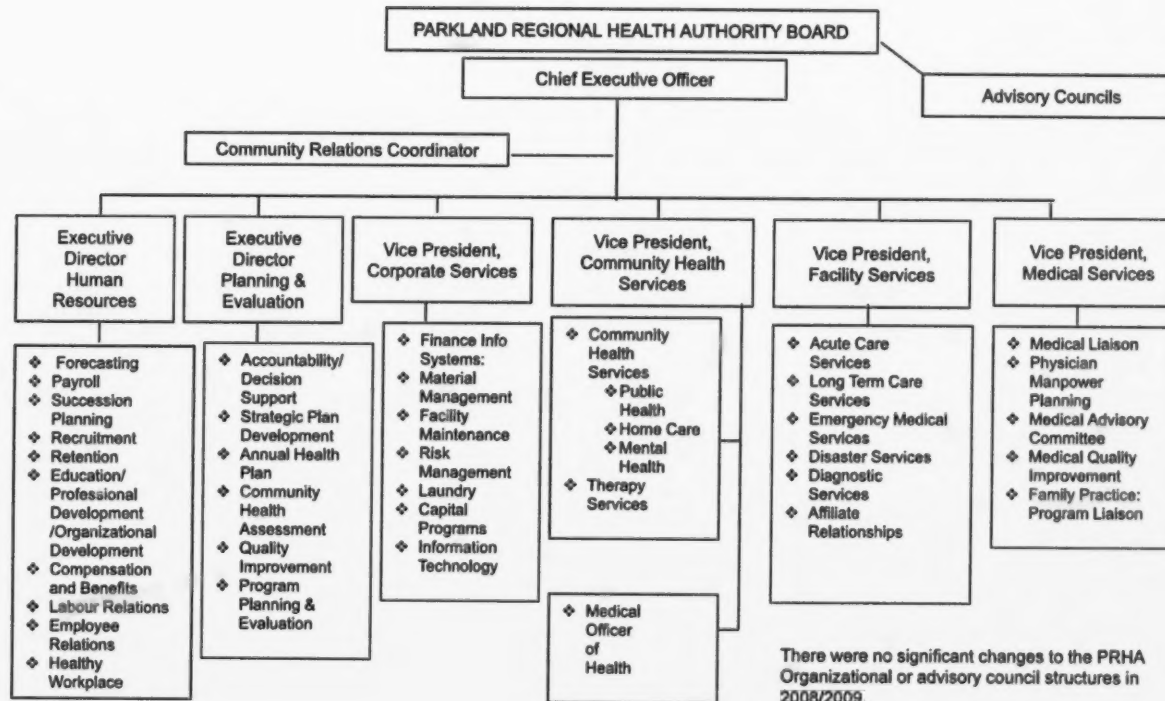
### Regional Mental Health Advisory Council

Gisele de Meulles (Chair)	Dauphin	Bob Curle	Dauphin
Eleanor Snitka	Dauphin	Geraldine Perche	Dauphin
Ella Wynn	Ste. Rose	Barb St. Goddard	Dauphin
Wes Rumak	Dauphin	Peter McKay	Dauphin
Garry Meadows	Dauphin	Debra Church	Swan River
Marvin Fried	Swan River	Amy Shaw	Swan River

Board Liaison - Gerald Shewchuk      Staff Liaison - Brenda Slobozian  
Staff Support - Dan Knight

Advisory  
Councils

## Parkland Regional Health Authority Organizational Structure



There were no significant changes to the PRHA Organizational or advisory council structures in 2008/2009.

February 2009

Organizational  
Structure

## Strategic Direction

### Healthy Living

#### Our goals:

- Improved health status of Parkland residents.
- Parkland residents make positive choices for healthy living.
- Healthy babies, children and families.
- Prevention and control of communicable disease in Parkland.
- Parkland residents take steps to prevent injury.

#### Our accomplishments:

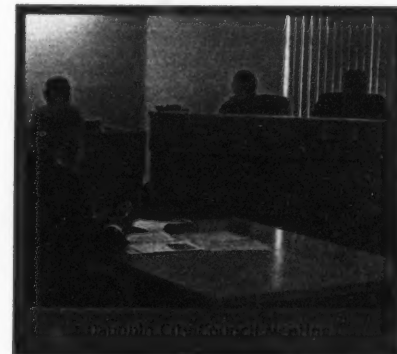
- The PRHA, in conjunction with its existing Advisory Councils, developed a new model to revitalize and enhance its Health Advisory Council structure. The new approach will see one Advisory Council encompass the entire region and one will have a dedicated

"Mental Health" focus (in 2009/2010).

The new model will see Advisory Councils review and research a particular health topic annually and provide advice to the PRHA Board. The Board will consider this advice when reviewing its annual health monitoring reports as well as preparing for the next Strategic Health Plan (2011).

- Board and staff linkages with stakeholders and partners were enhanced throughout 2008/-2009. An emphasis on improved communication between the PRHA and municipal councils, First Nation Tribal Councils and Health Departments, Aboriginal and Northern Affairs community leaders, Manitoba Metis Federation representatives,

Housing Authorities, Economic Development departments, and healthy community committees continued to be a key focus throughout the fiscal year.



Healthy  
Living

- The PRHA developed a formal agreement with Dauphin Economic Development and Tourism and Manitoba's Office of Rural and Northern Health (ORNH) regarding "Operation Recruit".

Operation Recruit - is an incentive program for new full-time nursing hires at Dauphin Regional Health Centre (September 2008-December 31, 2009). Operation Recruit is a proactive, positive and partnership approach towards strengthening and sustaining the nursing workforce in Dauphin.



- Support for the Chronic Disease Prevention Initiative (CDPI) continued with the PRHA providing resources to all eight cluster groups in the Region.

In 2008/2009, the Region placed an added focus on helping individual communities, within the cluster groups, manage their volunteers. This included hosting an annual "all communities meeting" and eight Volunteer Manitoba training sessions within the Region.

CDPI is a community-led approach to chronic disease prevention. It is a five-year project that builds local partnerships, citizen engagement, and community development to address common modifiable risk factors (smoking, physical inactivity, and unhealthy eating).

The PRHA supported implementation of the year four (of five) CDPI action plan. Several activities related to increasing physical activity, healthy eating and tobacco reduction, took place throughout various communities in each of the Region's eight community clusters in 2008/2009.

Those clusters include: Dauphin, Swan River, North (Barrows, Mafeking, Birch River, Bellsite, Red Deer Lake, Baden Powell, National Mills), Sapotaweyak First Nation, Wuskwi Sipiik First Nation, North West (Camperville, Duck Bay, Pine Creek First Nation), North East (Crane River, RM of Lawrence, Spence Lake, Waterhen, Skownan First Nation, Meadow Portage, Mallard, Rock Ridge, O-Chi-Chak-Ko-Sipi First Nation) and South East (McCreary, Alonsa, Bacon Ridge, and Ebb and Flow First Nation).



Healthy  
Living



- The Region continued to support and implement positive parenting initiatives that enhance healthy parent/child relationships.

Public Health staff continued to receive 'Triple P' training and integrate 'Triple P' into their work with families.

The 'Triple P' Parenting Program provides a variety of assistance levels to families, based on the unique needs of the family and child.

- Work continued with partners to enhance provincial strategies such as the "In-Motion" campaign as well as other healthy living strategies aimed at reducing tobacco reduction and promoting smoke-free homes.

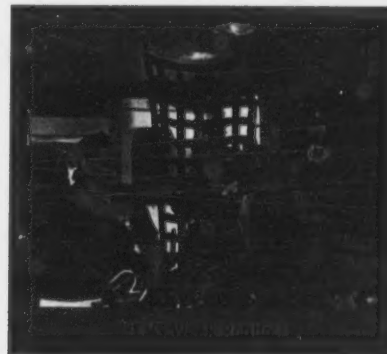
- The PRHA worked with partners on opportunities and initiatives that aimed to prevent injury in children.

Some of those included the "Safe Kids" initiative, the Hidden Hugs Program and the ICE (In Case of Emergency) Program.

- Implementation of the Children's Therapy Initiative continued. A central intake for all new referrals was refined and education to school and preschool programs was once

again provided to ensure that schools have appropriate screening programs.

- The PRHA continued to further develop and refine its Pandemic Preparedness Plan. A key component of the plan will be to build capacity to respond to new and emerging communicable disease strains.



Healthy  
Living



- A focused campaign to increase the number of health care professionals immunized for influenza took place in 2008/2009.

This focus was included with the annual strategy to promote immunization as the best means to prevent vaccine-preventable disease.



- In order to build capacity within the Region to address injury prevention, work continued on the Region's Suicide Prevention Plan.

- A Falls Reduction Plan for the elderly was developed, which includes a Regional Falls Management Plan for Home Care and a Fall Management Plan for Personal Care Homes.

Education and prevention presentations took place throughout the year at Elderly Persons Housing Units and Seniors Centres.

#### Our future directions/ challenges:

- The Region will support implementation of year five of action plans associated with the CDPI, and will focus on strategies for sustainability.
- The Region will continue to develop and implement an integrated approach to breastfeeding, including development of breast-feeding champion roles and related policies/ training.



Healthy  
Living

**Our measures:**

- Immunization rates. (Exhibit #6)

**Exhibit 6**

**Indicator Type:** Effectiveness

**Indicator Name:** Influenza/Pneumococcal Immunization

**Indicator Definition:** Number of Immunizations - influenza and pneumococcal

**Results:**

**Influenza Vaccine Doses by Risk Category  
# of Influenza Vaccine Doses**

Risk Category	2005	2006	2007
High Risk	5,030	5,204	4,976
Health Care Workers	715	769	795
Household Contacts	749	982	1,022
Other	2,564	1,658	1,656
<b>Total</b>	<b>6,229</b>	<b>6,802</b>	<b>6,560</b>

**Pneumococcal Vaccine Doses by Risk Category  
# of Pneumococcal Vaccine Doses**

Risk Category	2005	2006	2007
High Risk	455	249	202
No Risk	1	14	0
No Reason	284	112	83
Other	0	0	0
<b>Total</b>	<b>740</b>	<b>375</b>	<b>285</b>

**Influenza Immunization Coverage Rates  
Per 100 Population (in Percentages)**

Risk Category	2005	2006	2007
New Born - 2 Years			
• Parkland	11.8	10.1	10.2
• Manitoba	24.4	21.1	20.2
< 65 Years (High Risk)			
• Parkland	37.0	38.4	36.0
• Manitoba	17.5	17.9	19.7
+ 65 Years			
• Parkland	60.7	55.8	54.7
• Manitoba	64.4	59.2	58.7

**Pneumococcal Immunization Coverage Rates  
Per 100 Population (in Percentages)**

Risk Category	2005	2006	2007
< 65 Years (High Risk)			
• Parkland	12.7	14.5	15.1
• Manitoba	5.2	5.8	7.3
< 65 Years (All)			
• Parkland	3.7	3.9	3.9
• Manitoba	2.7	2.7	2.9
+ 65 Years			
• Parkland	64.5	64.0	63.2
• Manitoba	66.2	65.5	63.9

## Strategic Direction

### Aboriginal Health

#### Our goals:

- Health status of Aboriginal people living in Parkland is improved.

#### Our accomplishments:

- Efforts continued to strengthen partnerships with Tribal Councils, First Nations communities, and organizations representing the Region's First Nation people. Meetings to discuss partnerships and joint planning sessions were held with the Swampy Cree Tribal Council, and West Region Tribal Council in 2008/2009.



- The PRHA, in conjunction with West Region Tribal Council (WRTC), participated in two specific Aboriginal Health Transition Fund (AHTF) projects, (Community Health Assessment) and (Life Skills coach) integration project.

- The region is participating with Swampy Cree Tribal Council in an (AHTF) round table project. The project sees both the RHA and the (SCTC) working together to improve health services in two northerly First Nation communities.

#### Our future directions/challenges

- The Region will continue work to enhance and strengthen partnerships.
- Discussion and participation with First Nation communities regarding pandemic planning and pandemic preparedness will continue.



Aboriginal  
Health

## Strategic Direction

### Seniors Health

#### Our goals:

- Help seniors maintain the highest level of independence possible.
- Develop a continuum of supports and services that address seniors health needs from primary prevention through to end of life care.

#### Our accomplishments:

- The PRHA continued to develop the Support to Seniors Group Living (SSGL) Program. SSGL, located in a congregate setting, provides additional support services to seniors. The goal is to enable them to remain in their home environment.
- The PRHA, in conjunction with other provincial departments, developed additional supported living options for seniors. A Supportive Housing Project was approved for a 12-person unit at Happy Haven in Dauphin. The project

is expected to be completed in 2010/2011.

- Seniors Health Clinics, which were held in four select communities the previous year, were evaluated. The Clinics continued in 2008/2009.

- The PRHA began implementation of the P.I.E.C.E.S. Program within Personal Care Homes. P.I.E.C.E.S. is a collaborative care program designed to enhance care to older adults who have complex physical and cognitive/mental health needs and behavioral changes. It is a "best-practice" model that allows caregivers to systematically assess and plan interventions taking into account a person's Physical, Intellectual, Emotional, Capabilities, Environment, Social abilities with the goal of improved care. Managers participated in a training sessions and a regional lead and two facilitators were trained. The training phase for nurses has

been deferred to 2009/2010.

- The PRHA developed a plan for integration of the Eden Alternative into all of its Personal Care Home sites. The Vision of Eden Alternative is to: "Eliminate loneliness, helplessness, and boredom", while the Mission is to "Improve the lives of the Elder and their Care Partners by transforming the communities where they live and work". Staff workshops were held throughout the fiscal year.

- The PRHA provides funding to 21 congregate meal programs in 13 communities. These programs provide a nutritious hot meal in a social atmosphere to assist seniors living independently. Meals on Wheels are provided through facility and community settings to bring nutritious meals to frail seniors who are not able to travel to a congregate meal program.



### Seniors Health

## Our measures:

• Clients served by Home Care Program.  
(Exhibit #7)

• Congregate Meals provided.  
(Exhibit #8)

## Exhibit 7

**Indicator Type:**  
Effectiveness

**Indicator Name:**  
Clients Served by the Home Care Program

**Indicator Definition:**  
Units of Service\* and Open Cases at Year End

**Results:**  
Units of Service

Year	Nursing	Support
2008/09	11,223	321,058
2007/08	16,125	306,623
2006/07	16,523	370,704

\* Unit of Service = one hour of service

Open Cases at March 21, 2009 1,156  
Open Cases at March 21, 2008 1,177  
Open Cases at March 21, 2007 1,225

## Our future directions/ challenges

• The PRHA continues to work with the province regarding its Aging in Place Strategy. Additional supportive living options for seniors will be developed.

## Exhibit 8

**Indicator Type:**  
Accessibility

**Indicator Name:**  
Community Meal Programs for Elderly

**Indicator Definition:**  
Number of Meals Served

**Results:**  
Number of Meals Served

	2006/07	2007/08	2008/09
Congregate Meal	69,333	68,566	67,596
Meals on Wheels - Facility	11,879	10,372	10,305
Meals on Wheels - Community	4,401	4,114	5,104
Total Meals Served	85,613	83,052	83,005

• The PRHA plans to integrate the Eden Alternative into all of the Region's Long Term Care facilities.

• The Region will complete the training phase for nurses regarding the P.I.E.C.E.S. Program within Personal Care Homes.



Seniors  
Health



## Strategic Direction

### Integrated, Sustainable Health System

#### Our goals:

- Redesign health services to ensure we provide the right service at the right time at the right place.
- Promote a shift in the use of resources between care and prevention.

#### Our accomplishments:

- The PRHA moved forward with plans to further enhance Primary Health Care strategies and initiatives. Extensive planning and consultation took place regarding the use of 'healthy living' funds.
- This consultation resulted in development of strategies which place an emphasis on district level chronic disease prevention & management teams and a restructuring of the health promotion team.

The new team composition will include Public Health managers, a Chronic Disease Specialist, Diabetes Team, Health Promotion Coordinator and Community Health Facilitators.

- The Region enhanced chronic disease management support by holding provincial "Get Better Together!" workshops in Grandview and Swan River in 2008/2009. Get Better Together is a self-management program for people with any ongoing chronic condition and is aimed at helping people to become healthier on their own.
- The Region took early steps to review and develop a regional integrated network of acute care hospital services. Manitoba Health and Healthy Living approved a Role Study for Dauphin Regional Health Centre (DRHC). A role study is needed to clearly define the range of services that need to be

provided within the DRHC in order to improve future patient safety and quality of care initiatives. The role study, which is the first stage in any capital health planning process, will form the foundation for subsequent steps in planning for any potential redevelopment of DRHC.

- The PRHA worked to strengthen relationships with family doctors to enhance care for Mental Health clients and other at-risk populations. An acute care referral to Community Mental Health Policy was developed as a result.
- The PRHA has revitalized the Regional Palliative Care Team. This team is working on identified priorities such as policy review and development, program development and pain system management.



Integrated,  
Sustainable  
Health System

- The Region developed a plan for basic and enhanced EMS (ambulance) services. One of the highlights of the plan included development of the Technician Intermediate Program which provides for enhanced skills for paramedics.

- The PRHA developed a draft plan for Inter-facility (ambulance) Transport for Emergency Medical Services (EMS). The plan is being coordinated with the MTCC (Medical Transportation and Coordination Centre), which is the province's dedicated central dispatch centre for rural and northern ambulance services.

- The Dialysis Program at Swan Valley Health Centre was expanded in 2008/2009. With the support of Manitoba Health, an additional dialysis station was added in Swan River - which expanded the Dialysis Unit capacity to four stations.

- The Region, in conjunction with Diagnostic Services of Manitoba (DSM), facilitated the transfer of lab/imaging and diagnostic staff in 2008/2009. DSM is responsible for the operation of diagnostic services in Manitoba. All of the province's rural lab and diagnostic imaging staff are to be transferred to the centrally-managed organization.

#### Our future directions/ challenges

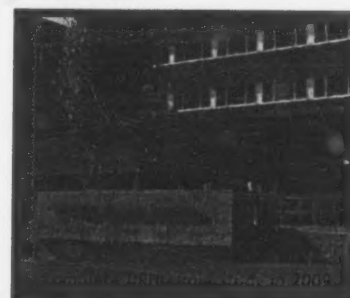
- The PRHA will continue to enhance community-led health promotion activities via new Community Health Facilitator positions. Each Community Health Facilitator will serve their base community and surrounding communities. They will be involved in supporting the development of many programs that communities deem important to improving the overall wellness of the area.

- The PRHA will continue to develop its Chronic Disease Prevention and Management Program. Key components of the Program include enhancing healthy living activities, expansion of chronic disease services and development of a Nurse Practitioner role.

- The Region will continue to explore opportunities to increase disease screening.

- The Region will complete a role study for acute care services at Dauphin Regional Health Centre.

- A plan for basic and enhanced Emergency Medical (ambulance) services will be finalized in 2009/2010.



Integrated,  
Sustainable  
Health System

**Our measures:**

- Cervical cancer screening participation rates. (Exhibit #9)

- Mammography screening - Parkland. (Exhibit #10)

- DER Client contacts/ seen. (Exhibit #11)

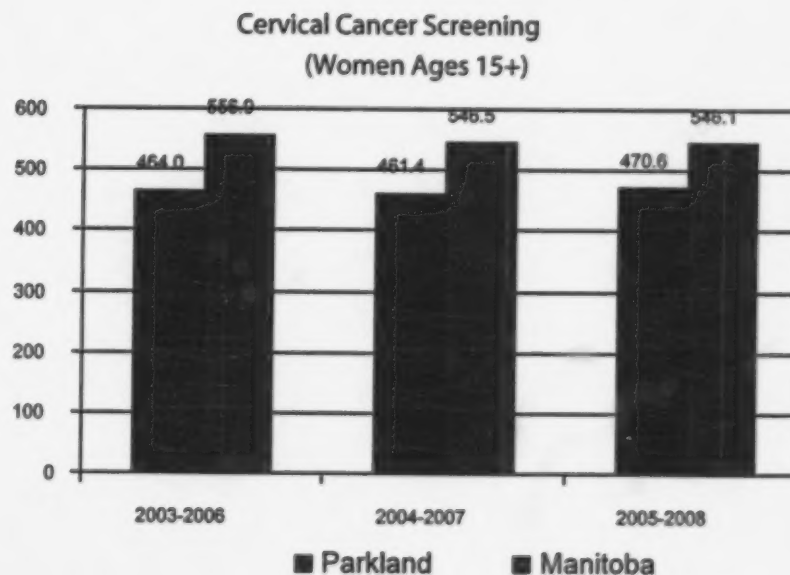
**Exhibit 9**

**Indicator Type:**  
Health System  
Performance - Public  
Health Surveillance.

**Indicator Name:**  
Cervical Cancer  
Screening Rate.

**Indicator Definition:**  
Number of women per  
thousand who had a  
cervical cancer screen  
within the three year  
time period.

**Results:**  
Cervical Cancer  
Screening - Women  
Ages 15+.



Integrated,  
Sustainable  
Health System

## Exhibit 10

**Indicator Type:**  
Health System  
Performance - Public  
Health Surveillance.

**Indicator Name:**  
Mammography  
Screening Rates.

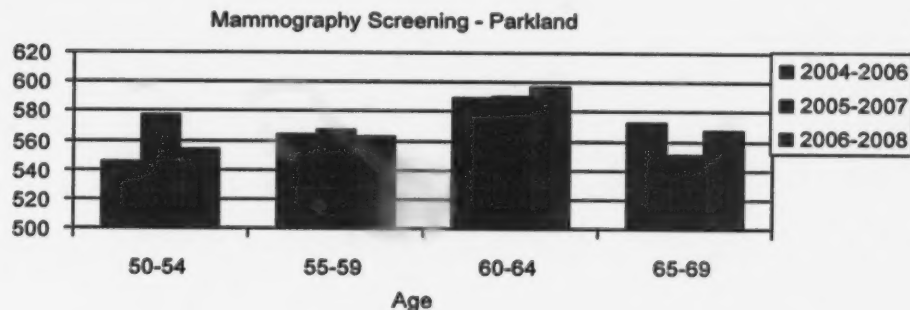
**Indicator Definition:**  
Rate per thousand of  
Parkland women aged  
50-69 years who had a  
mammography screen.

**Results:** Mammography  
Screening - Parkland.

### Interpretation:

The Manitoba Cervical Cancer Screening Program (MCCSP) goal is for 70% of women to be screened.

Parkland is below the provincial average screening rate with West District and North District rates being the lowest in the region.



## Exhibit 11

**Indicator Type:**  
Effectiveness.

**Indicator Name:**  
Clients served by the  
Diabetes Education  
Resource (DER) Program.

**Indicator Definition:**  
Number of diabetes  
education contacts.

### Interpretation:

The PRHA promotes the importance of early detection through self-examination and mammography screening. While Parkland rates have improved since the late 1990's, overall we are still below the participation target of 70% of eligible women. Screening mammography is recommended every two years for women aged 50 to 65.

**Results:**  
Units of Service

Fiscal Year	Number of Clients	Number of Contacts Diabetes Educators
2006/07	806	1545 (per DER database)
2007/08	801	1507 (per DER database)
2008/09	993	1874 (per DER database)

(Source: Manitoba Health)

Integrated,  
Sustainable  
Health System

## Strategic Direction

### System Performance Improvement

#### Our goal:

- Continuous improvement is fully integrated into work of all staff, volunteer and physicians.

#### Our accomplishments:

- The PRHA participated in the Safer Healthcare Now program. Specific work focused on medication reconciliation in acute care. A draft (Best Possible Medication History) form has been developed for use and was piloted in two hospital sites (Dauphin and Swan River). Facility and physician champions at both sites have also been identified.
- A Regional Patient Safety Framework was developed. Regional Committee members were oriented to the framework in 2008/2009.

- The Region adopted and implemented evidence-based care and treatment guidelines for select areas, which included CPR, Blood Transfusions and Therapy.

- In 2008/2009, the PRHA conducted a complete review of its existing reporting, recording and investigating practices in order to meet both regional and provincial requirements for incidents, major incidents and critical incidents. A full-day Managers Education Day was held and presentations were developed for managers, staff and physicians.

- The Region is currently developing a comprehensive infection, prevention and control manual for all acute and long term care sites.

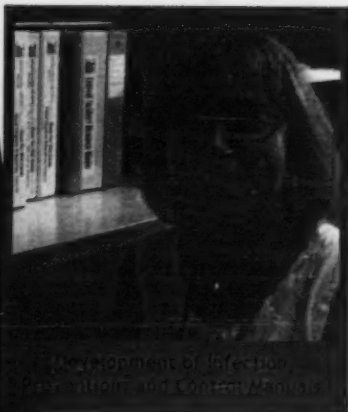
- The PRHA continued to develop and implement a plan to regionalize support

services. Part of the redevelopment included implementing a Regional Materials Management framework.

- The annual review of the Information Management Plan provided progress reports on the roll-out of the ADT system for Swan River and the infrastructure upgrade of the main data centre.

- The Regional Telehealth Committee, which coordinates the planning and delivery of telehealth services in the Parkland Region, continued to work towards expanding MBTelehealth to additional sites in Parkland.

- Ongoing collaboration continues with nurses, physicians and managers at the Dauphin Regional Health Centre through the 'Relationship by Objectives' process.



System  
Performance  
Improvement



**Our future directions/  
challenges:**

- The PRHA will create and implement integrated risk and quality improvement frameworks.
- Safe work procedures for non-safety engineered needles will be identified and developed.
- Collaborative work with Manitoba Health and Healthy Living will continue on vaccine storage and handling guidelines.
- The Region will work with the province in expanding the Telehealth network to at least two additional sites in the Parkland in 2009/2010.
- Detailed implementation timelines will be developed for the plan to regionalize support services in Parkland.

**Our measures:**

- Client concerns managed. (Exhibit #12)
- Telehealth sites usage. (Exhibit #13)

**Exhibit 12**

**Client Concerns - Three Year Comparison**

	2006/2007	2007/2008	2008/2009
April	7	9	3
May	7	8	4
June	7	4	5
July	2	6	1
August	11	7	3
September	13	6	7
October	8	5	7
November	5	8	7
December	3	4	8
January	9	1	6
February	7	10	4
March	3	3	3
Totals	82	71	58

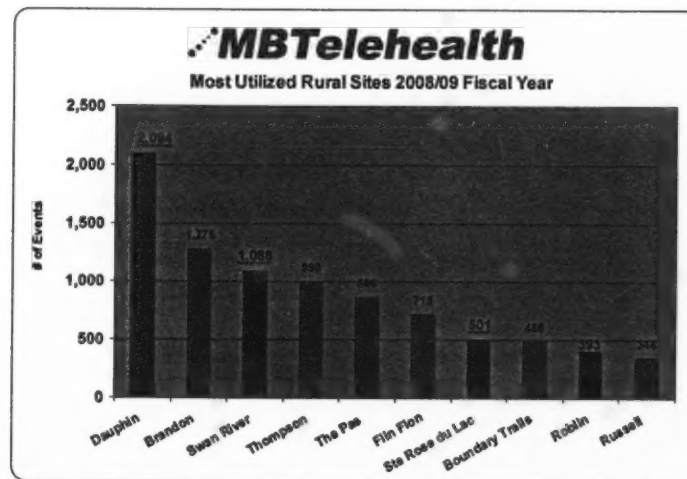
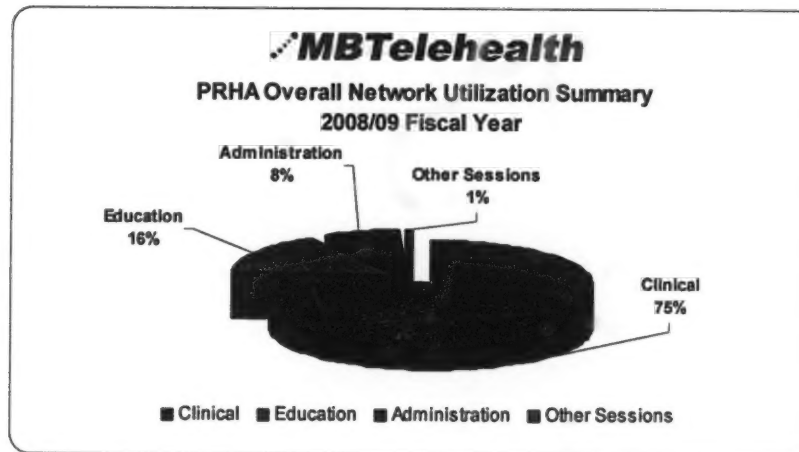
**Exhibit 13**

**Telehealth Sites Usage**

Site	Clinical	% of Clinical	Continuing Education	Admin- -istration	Tele- Visit	Other Sessions	Total (Minus Testing)	Total Hrs. Utilized
Dauphin	1,605	77	344	129	2	14	2,094	1,491.76
Swan River	805	74	168	104	0	11	1,088	913.13
Ste. Rose	345	69	103	51	0	2	501	507.58
Roblin	295	75	75	20	0	2	393	383.75
Total	3,050	75	691	304	2	29	4,706	3,296

**System  
Performance  
Improvement**

Exhibit 13



System  
Performance  
Improvement

## Strategic Direction

### Human Resources

#### Our goals:

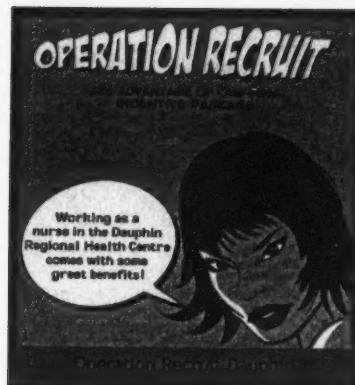
- Establish an organizational culture that attracts, develops and retains the best possible people.

#### Our accomplishments:

- The PRHA embarked on a substantial nurse recruitment effort to the Philippines in 2008/2009. The PRHA partnered with the Province's Labour and Immigration department in an effort to recruit 35 full-time internationally-trained registered nurses to Parkland. The Region worked with community economic development departments, municipal councils, and other local groups and organizations to develop a plan which would ensure nurses would have easy access to community settlement services.
- The PRHA and Dauphin Economic Development signed a Memorandum of Understanding regarding a unique initiative aimed at attracting more nurses to the Dauphin Regional Health Centre. The incentive program for new nurses was labeled "Operation Recruit". Other partners such as the Dauphin Medical Clinic, Manitoba's Office of Rural and Northern Health and the Dauphin and District Chamber of Commerce all collaborated on the initiative.
- Work on the Regional Medical Manpower Plan commenced in 2008/2009. The plan was being updated through work with the VP-Medical Services as well as the Regional Medical Advisory Council.
- Extensive consultation and collaboration continued on internal worksite issues with the union/management-based Nursing Advisory Committee at Dauphin Regional Health Centre.

In collaboration with the Manitoba Nurses Union, the Region worked towards implementing recommendations outlined in the "Relationships by Objectives" (RBO) Report. This report, developed with the assistance of a provincial conciliator, contains specific goals and action plans as they relate to improving workloads, work environment and working relationships within DRHC.

- The Region continues to review and update its three year Education Plan to ensure educational needs of all PRHA staff are addressed.
- The PRHA developed a proposal regarding an Aboriginal Recruitment Strategy. The proposal was submitted to various funders in an effort to obtain funding to move forward on the aboriginal health human resources initiative.



Human  
Resources

- Over the past year, the Region's Human Resources Information System was enhanced and reorganized. This led to improvements in tracking areas regarding Disability and Rehabilitation, CPR Training, Attendance Support and Assistance, Vacancy Reports and other important Management reports.

- The Regional Workplace Wellness Committee formed to develop a comprehensive Workplace Wellness model. The program's goal is to develop workplace wellness initiatives based on research and best practice.

- The Region participated in several recruitment and retention activities in 2008/2009.

Some of these included:

- Attended the Annual Parkland Career and Job Fair to promote health care professions to students.

- Attended job fairs at University of Manitoba and Red River College.

- Participated in Rural Week, in partnership with Manitoba's Office of Rural and Northern Health. The week is designed to promote the benefits of working in rural settings for first-year medical residents enrolled at the University of Manitoba.

- The PRHA, in conjunction with ORNH, participated in the Home for the Summer Program.

- Attended the University of Manitoba Family Medicine Retreat in the Pas in 2008.

- Continued to work in partnership with the Parkland Family Medicine Residency Unit based out of Dauphin and Ste. Rose.

#### Our future directions/ challenges

- The Region is working on mentorship and preceptorship programs to assist in orientating new nursing hires.

- The Region will continue to engage stakeholders in future recruitment and retention activities.

- The PRHA will finalize its update and review of the Regional Medical Manpower Plan.

- Communication strategies regarding the Workplace Wellness Committee and Workplace Wellness model will be strengthened in 2009/2010.

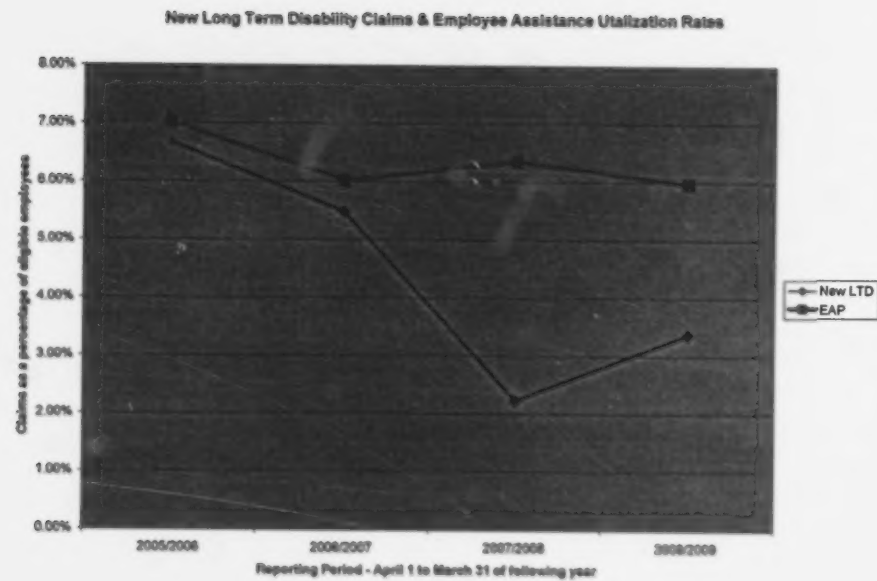
- A working Group has been established to develop a Human Resource plan for Home Care.



**Our measures:**

- New LTD Claims  
(See Exhibit 14)

**Exhibit 14**



Human  
Resources



## Auditor's Report

We have audited the consolidated statement of financial position of the Parkland Regional Health Authority Inc. as at March 31, 2009 and the consolidated statements of changes in net assets, operations and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Parkland Regional Health Authority Inc. as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Brandon, Manitoba

June 12, 2009

*Meyer Norris Penny LLP*

Chartered Accountants

Auditor's  
Report

1401 Princess Ave., Brandon, Manitoba R7A 7L7, Phone: (204) 727-0661, 1-800-446-0890

**MNP**

**Parkland Regional Health Authority Inc.**  
**Consolidated Statement of Financial Position**

*As at March 31, 2009*

	<i>Affiliates</i>	<i>Devolved</i>	<i>2009</i>	<i>2008</i>
<b>Assets</b>				
<b>Current</b>				
Cash	2,085,648	7,038,001	9,123,649	6,517,389
Current investments (Note 6)	-	101,955	101,955	18,920,521
Accounts receivable (Note 4)	184,495	1,656,676	1,841,171	2,373,789
Due from Manitoba Health (Note 5)	-	822,745	822,745	2,506,538
Inventory	184,804	1,184,857	1,369,661	1,476,646
Prepaid expenses	73,052	524,084	597,136	676,245
Inter-facility	(1,307,593)	1,307,593	-	-
	1,220,406	12,635,911	13,856,317	32,471,128
<b>Long-term investments (Note 6)</b>	-	-	-	-
<b>Capital assets (Note 7)</b>	8,990,757	73,964,523	82,955,280	81,898,952
<b>Trust assets</b>	2,389	33,378	35,767	33,535
<b>Manitoba Health receivable—employee benefits obligation (Note 8)</b>	1,900,382	8,267,391	10,167,773	10,167,773
	12,113,934	94,901,203	107,015,137	124,571,388

*Continued on next page*

**Auditor's  
Report**

**Parkland Regional Health Authority Inc.**  
**Consolidated Statement of Financial Position**

*As at March 31, 2009*

	<i>Affiliates</i>	<i>Devolved</i>	<b>2009</b>	<b>2008</b>
<i>Continued from previous page</i>				
<b>Liabilities</b>				
<b>Current</b>				
Lines of credit	70,000	-	<b>70,000</b>	12,615
Accounts payable and accruals	1,788,452	7,722,660	<b>9,511,112</b>	9,501,288
Employee benefits payable (Note 8)	1,426,156	7,938,718	<b>9,364,874</b>	9,000,324
Current portion of long-term debt (Note 9)	-	-	<b>-</b>	80,450
	<b>3,284,608</b>	<b>15,661,378</b>	<b>18,945,986</b>	<b>18,594,677</b>
<b>Other long-term liabilities</b>	-	52,919	<b>52,919</b>	-
Deferred benefits entitlement (Note 8)	598,324	2,679,011	<b>3,277,335</b>	3,866,015
Deferred contributions (Note 12)	8,723,961	75,497,767	<b>84,221,728</b>	104,506,819
Trust liabilities	2,389	33,378	<b>35,767</b>	33,535
	<b>9,324,674</b>	<b>78,263,075</b>	<b>87,587,749</b>	<b>108,406,369</b>
<b>Net Assets</b>				
Invested in capital assets (Note 13)	703,414	2,140,156	<b>2,843,570</b>	2,566,506
Internally restricted net assets	233,494	371,426	<b>604,920</b>	267,064
Unrestricted net assets	(1,432,256)	(1,534,832)	<b>(2,967,088)</b>	(5,263,228)
	<b>(495,348)</b>	<b>976,750</b>	<b>481,402</b>	<b>(2,429,658)</b>
	<b>12,113,934</b>	<b>94,901,203</b>	<b>107,015,137</b>	<b>124,571,388</b>

**Auditor's  
Report**

# Parkland Regional Health Authority Inc.

## Consolidated Statement of Operations

For the year ended March 31, 2009

	Affiliates	Devolved	2009	2008
<b>Revenues</b>				
Manitoba Health operating income (Note 10)	15,012,126	94,220,640	109,232,766	101,478,526
Patient income	2,699,914	5,074,588	7,774,502	7,613,567
Other income	391,592	3,715,293	4,106,885	3,536,998
Amortization of deferred contributions	497,306	3,559,227	4,056,533	3,965,868
	18,600,938	106,569,748	125,170,686	116,594,959
<b>Expenses</b>				
Acute care	6,760,087	42,810,854	49,570,941	45,726,547
Long-term care	11,052,228	25,459,805	36,512,033	33,975,407
Community and mental health	-	10,227,190	10,227,190	9,427,228
Homecare	127,873	11,781,905	11,909,778	11,819,246
Emergency response and transport	-	4,883,074	4,883,074	4,002,932
Parkland Regional Hospital Laundry Ltd.	-	-	-	1,053,966
Regional health costs (Note 11)	-	2,106,180	2,106,180	1,848,164
Medical remuneration – non global	233,765	4,577,420	4,811,185	4,399,636
Pre-retirement	124,042	345,332	469,374	939,539
Amortization of capital assets	589,773	3,796,119	4,385,892	4,338,762
Interest on long-term obligations	-	2,184	2,184	9,734
	18,887,768	105,990,063	124,877,831	117,541,161
<b>Excess (deficiency) of revenues over expenses</b>	<b>(286,830)</b>	<b>579,685</b>	<b>292,855</b>	<b>(946,202)</b>

A complete set of financial statements, auditor's report and the statement of public sector disclosure (related to Section 2 of the Public Sector Compensation Disclosure Act) can be obtained by contacting the Parkland Regional Health Authority Corporate Office at (204) 638-2118 or Toll-Free at 1-800-259-7541.

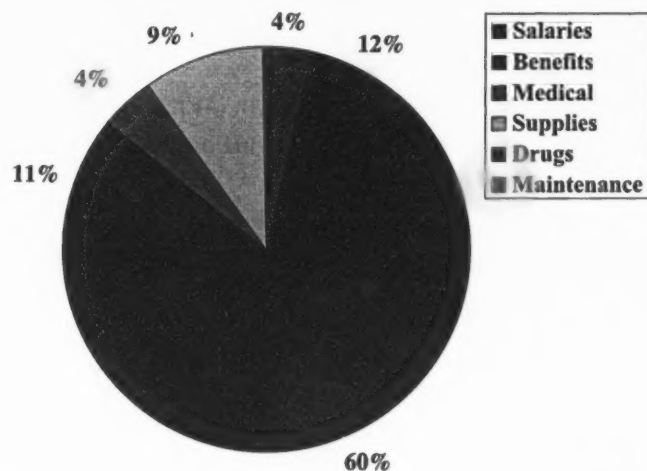
If you wish to see the full version of the consolidated financial statements, you can log on to the PRHA website at [www.prha.mb.ca](http://www.prha.mb.ca)

Auditor's  
Report

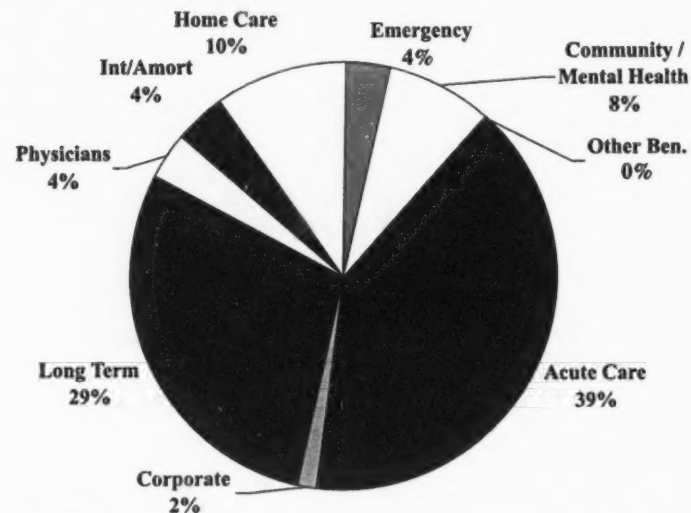
**Parkland Regional Health Authority  
Schedule of Expenditures by Type  
2008/2009**

Salaries	\$76,101,736
Benefits	13,129,512
Medical Personnel	5,205,198
Supplies	11,089,917
Drugs	4,728,769
Utilities	2,641,637
Maintenance / Amortization / Equipment	11,981,062
<b>Total</b>	<b>124,877,831</b>

**Expenses by Type \$124.9M**



**Expenses by Sector \$124.9M**



**Auditor's  
Report**



The Parkland Regional Health Authority (PRHA) held its 11th Annual General Meeting on October 30, 2008. The information meeting attracted nearly 90 people to the Swan Valley Regional Secondary School in Swan River.

**PRHA Chief Executive Officer Allan Bradley presented a general overview of the last fiscal year (April 1, 2007 to March 31, 2008) in regards to accomplishments, challenges and future directions.**

Some of the key areas he touched on included:

- Human Resources
- Healthy Living
- Aboriginal Health
- Seniors Health
- (an) Integrated, Sustainable Health System
- System Performance Improvement

PRHA Vice-President of Corporate Services, Kevin McKnight, provided a detailed review of the 2007/2008 audited financial statements. Mr. McKnight indicated that the Region recorded a deficit of just over \$946,000 for the year - which is less than one percent of the RHA's total budget.

Details regarding the Regions' financial position along with all of the accomplishments, challenges, and future directions that were reviewed at the meeting were available in the PRHA's 2007/2008 Annual Report. The annual report is also available on-line at [www.prha.mb.ca](http://www.prha.mb.ca).

The guest speaker at the AGM was Liz Ambrose, Policy and Planning Division of Manitoba Health/Healthy Living. Ms. Ambrose provided an update regarding the provincial nursing recruitment and retention strategy.

During the open question and answer session, a number of individuals had queries regarding the status of a cataract surgery proposal/program in Swan River. Mr. Bradley indicated he sympathized with those who had to travel from the Swan River Valley and Parkland to other centres for the service. However, taking into account a number of fiscal and human resource challenges, as well as the Province's position, that wait times for cataract surgery are lower than the national average, he did not have enough evidence to support a program in the Region.



**2007/2008  
Annual  
General  
Meeting**

## Parkland Regional Health Authority



### List of Municipalities

RM of Alonsa  
RM of Dauphin  
RM of Ethelbert  
RM of Gilbert Plains  
RM of Grandview  
RM of Hillsburg  
RM of Lawrence  
RM of McCreary  
RM of Minitonas  
RM of Mossey River  
RM of Mountain  
RM of Ochre River  
RM of Shell River  
RM of Ste. Rose  
RM of Swan River

### Aboriginal Northern Affairs Communities

Baden  
Barrows  
Camperville  
Crane River  
Dawson Bay  
Duck Bay  
Mallard  
Meadow Portage  
National Mills  
Pelican Rapids  
Powell  
Red Deer Lake  
Rock Ridge  
Salt Point  
Spence Lake  
Waterhen  
Westgate

### City Dauphin

### Town

Gilbert Plains  
Grandview  
Minitonas  
Roblin  
Ste. Rose du lac  
Swan River

### Villages

Benito  
Bowsman  
Ethelbert  
McCreary  
Winnipegosis

### First Nations Communities

Ebb and Flow  
O-chi-chak-Ko-Sipi  
Pine Creek  
Sapotaweyak Cree Nation  
Skownan  
Tootinaowaziibeng  
Treaty Reserve  
Wuskwi Sipihk

### PRHA Regional Corporate Office

625 - 3rd St. S.W.  
Dauphin, Manitoba  
R7N 1R7  
Phone: (204) 638-2118  
Toll Free: 1-800-259-7541  
Fax: (204) 622-6232  
e-mail: [prha@prha.mb.ca](mailto:prha@prha.mb.ca)  
website: [www.prha.mb.ca](http://www.prha.mb.ca)

### Regional Human Resources Department

Box 448  
Swan River, Manitoba  
R0L 1Z0  
Fax: (204) 734-5954  
e-mail: [cgray@prha.mb.ca](mailto:cgray@prha.mb.ca)